

## Position and Candidate Specification



Meharry Medical College

### Dean, School of Medicine

**PREPARED BY:**

Gregory J. Vaughn, M.D.

Wesley Yampolsky

Shannon L. Yeatman

September 2022

Assignment: 63119-003

Meharry Medical College, located in Nashville, Tennessee, is one of the nation's oldest and largest historically Black academic health science centers dedicated to educating physicians, dentists, researchers, and health policy experts.

Meharry Medical College (MMC) was founded in 1876 by Samuel Meharry and his four brothers in response to an Act of Kindness he had received on a Kentucky road one rainy night—a chance meeting now known as The Salt Wagon Story. In 1886, Dr. George Whipple Hubbard founded a department that would "provide the Colored people of the South with an opportunity for thoroughly preparing themselves for the practice of dentistry," and Meharry's dental program opened its doors to nine students, three of whom were physicians. A graduate and professional institution, MMC has its faith-based roots within the United Methodist Church, inspired to respect and serve all. The institutions motto is "Worship of God, through service to mankind."

Today, this prestigious College includes a Medical School, Dental School, Graduate School, and the newly founded School of Applied Computational Sciences. Meharry Medical College is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) at the institutional level to award the following degrees and certificates: Doctor of Dental Surgery, Doctor of Medicine, Doctor of Philosophy, Master of Physician Assistant Sciences, Master of Public Health, Master of Health Sciences, Master of Science in Clinical Investigation, Master of Science in Biomedical Data Science, Master of Science in Data Science, Certificate in Biomedical Data Science, Certificate in Data Science, Certificate in Public Health, and Certificate in Health Policy. With the August 2021 launch of the School of Applied Computational Sciences, the College is taking a critical step toward advancing scholarship in computational sciences and supporting the industry through academic research.

A 2010 study published in the Annals of Internal Medicine ranked Meharry as one of the nation's top five producers of primary care physicians. Dedicated to eliminating health disparities through education, research, and patient care, MMC annually receives over 10,000 applications and selectively enrolls over 800 students. It is a top producer of primary care physicians. MMC is ranked second among 141 academic health science centers in the "social mission" of medical education; has the highest percentage of African Americans graduating with PhDs in the biomedical sciences in the country; and is a leading producer of African American dentists, graduating 44% of all African American dentists in the United States. Although predominantly African American, MMC is inclusive and employs nearly 900 ethnically diverse faculty, staff, and residents. The College has an economic impact of a half-billion dollars per year in Tennessee.

Under the leadership and guidance of its visionary and highly accomplished President and CEO, James E. K. Hildreth, M.D., Ph.D., the college is preparing for an era of unparalleled growth and development. As Meharry approaches its sesquicentennial year in 2026, it will be characterized by a series of pace-setting accomplishments toward fulfilling a vision to provide the best healthcare it has to offer to all people regardless of socio-economic status, ethnicity, or geography.

In addition to providing quality professional health care education, exemplary patient care, and compassionate community outreach, Meharry Medical College produces the Journal of Health Care for the Poor and Underserved, a public health journal.

### **KEY MEHARRY MEDICAL COLLEGE FACTS**

- Fall 2020 Enrollment: 944 Total Students
- Student Demographics:
  - 57% Women
  - 43% Men
  - 85% Receive Financial Assistance
- Student Diversity:
  - Asian/Pacific Islander: 4%
  - Black/Non-Hispanic: 87%
  - Hispanic or Latino: 2%
  - Native American: 1%
- Avg. class size: 15
- Number of faculty: 221
- Number of staff: 843

### **FINANCIAL AND OPERATIONAL HIGHLIGHTS**

- Total endowment: Approximately \$180 million
- Annual Operating budget: \$162 million
- Alumni: 7,000 medical and dental alumni who practice in almost every state
- Annual Research Volume: Approximately \$41.5M

### **CULTURE**

#### **Mission Statement**

Meharry Medical College is a global academic health sciences center advancing health equity through innovative research, transformative education, exceptional and compassionate health services, and policy-influencing thought leadership. True to its legacy, Meharry empowers diverse populations to improve the well-being of humankind.

#### **Core Values**

- Accountability with transparency
- Diversity with inclusion
- Respect with collegiality
- Service with compassion
- Integrity without exception

The person who assumes the position of Dean of the School of Medicine will be the leader who takes the School of Medicine into the very top tier of elite institutions.

Reporting to the Senior Vice President and Chief Academic Officer of the College, the Dean of the School of Medicine (SOM) is the chief administrative and academic officer of the SOM with responsibility for developing and implementing academic, clinical and financial strategies and developing an organizational structure that will promote competitive research, clinical and educational programs of the highest caliber. The Dean will be responsible for recruiting and developing an outstanding academic and administrative leadership team including chairs, key faculty, and senior administrators. As Dean, this individual will work collaboratively with the SVP of Clinical Affairs to recruit and lead faculty physicians.

This critically important senior leadership position in academic medicine requires a dynamic individual with a comprehensive understanding of the SOM's missions and the numerous challenges facing academic health centers in today's environment. Outstanding strategic communication and diplomacy skills are essential. The Dean must be creative and decisive, but also a consensus builder with demonstrated success in a complex, multi-faceted academic medical environment.

## KEY RELATIONSHIPS

**Reports to** Jeannette South-Paul, M.D., Senior Vice President and Chief Academic Officer

**Direct reports** Clinical Department Chairs  
Basic Science Chairs  
Center and Institute Leadership  
Senior, Associate and Assistant Deans

**Other key relationships** President and CEO, Meharry Medical College  
Board of Trustees  
Other Health Sciences Deans  
SVP, Clinical Affairs  
SVP, Research and Innovation  
SVP, Chief Financial Officer  
EVP & Chief Operating Officer

## KEY RESPONSIBILITIES

- Responsible for meeting all school accreditation standards including quality curriculum development, student recruitment and retention, hiring, fundraising, teaching, research, long-term planning, and assessment development.

- Collaboratively develop, articulate and implement a coherent strategic plan for the SOM that will take the School of Medicine into the elite tier of academic schools of medicine committed to excellence in research, education and clinical care.
- Build a governance, administrative and financial structure that will advance each component of the SOM's overall mission and strategy.
- Ensure that the SOM remains financially strong and operates in compliance with all applicable federal, state and university laws and regulations. The Dean, through his/her management team, shall also ensure the presence of effective internal controls that ensure the integrity and reputation of the institution are safeguarded.
- Recruit/support a strong and collaborative leadership team of associate deans, chairpersons, and executive administration to unite and inspire a highly effective organization that is committed to achieving the SOM's vision and strategic plan.
- Provide visionary leadership and support that enables the SOM to achieve and sustain top ranked national status in research, clinical and educational missions.
- Ensure that the School has a strong mentorship and professional development process to foster faculty professional development and advancement.
- Serve as a member of the Health Affairs and Academic Affairs committees of the Board of Trustees.
- Assist the Chief Institutional Advancement Officer in developing a strong philanthropic base to support and endow the programs of the SOM.
- Promote and enhance diversity and inclusion among faculty, staff and students and in the process of education, conduct of research and provision of patient care services.
- Foster and develop innovation with an eye towards creating unique partnerships and ventures with industry or other local, national or international business partners and foundations.
- Exercise strong advocacy of School of Medicine and Academic Medicine issues at a hospital, university, state, and national level.
- Serve as the public face and voice for the SOM in all external activities including with the hospital affiliates, with donors and the philanthropic community, with the broader Tennessee constituencies and communities.
- Will be viewed as a local and national thought leader in Academic Medicine as well as a leader in their own professional area.
- Provide leadership and oversight of campus level centers and act as supervising authority of the directors of those centers and institutes.

## **DESIRED OUTCOMES**

The Dean will be expected to accomplish several key objectives within their first 12 to 18 months. The following goals represent some primary areas of focus and impact of this position:

- Plan and execute initiatives to secure full accreditation through LCME and ACGME.
- Articulate a vision recognizing the importance of the School of Medicine in regional health care and align educational, clinical, and research missions.
- Advance the relationships with key clinical partners in support of the SOM vision, including Ascension St. Thomas Health System, Vanderbilt University Medical Center, Nashville General Hospital, and the VA Tennessee Valley Health System.
- Further the development, complexity, and strategy of the clinical practice, Meharry Medical Group, promoting a sustainable funding platform for the future growth of the SOM while increasing access to high quality academic healthcare and establishing more pathways for clinical education.

Candidates for Dean should bring extensive experience in a medical school or within a health system environment, a sound understanding of academic medicine, and be viewed as outstanding educators with distinguished clinical and research careers. The successful candidate will have significant senior leadership experience with a track record of transformative change and collaborative advancement. Experience in setting and articulating an academic vision, overseeing the accreditation/re-accreditation process, setting and executing a strategy, directing recruitment, overseeing finances and budgeting, and leading/valuing philanthropy are all sought in this recruitment.

## **IDEAL EXPERIENCE**

### **Academic Leadership**

Progressive and broad administrative leadership experience at the departmental, institute, or central administrative level at an accredited medical school, specifically including service as a department chair or associate dean within an academic institution, and encompassing experience with accreditation bodies, clinical supervision/leadership, research oversight; leadership experiences should demonstrate innovation, care for faculty, staff, students, and patients, and wise use of resources including issues related to budgets and grants management, research development, and educational-clinical partnerships.

### **Lived Commitment to Diversity, Equity, Inclusion**

A demonstrable record of cultivating equity of opportunity and work environments of inclusion and belonging that shape diverse leadership teams and organizations.

### **Faculty Recruiting and Talent Development**

Successful experience recruiting, developing, and mentoring high-performing individuals and teams.

### **Academic Credentials**

Recognized achievement in clinical, educational and/or research pursuits that would warrant appointment as a full professor; M.D. or M.D./Ph.D. and appropriate board certification required, with additional degrees, certification, or licensure desirable.

### **Philanthropy**

Track record of attracting financial resources from individuals and families, government sponsors and private institutions.

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Collaborating and Influencing**

The next Dean will possess the ability to understand and thrive in a highly relationship- and consensus-driven organization. Key elements of a successful approach will include:

- Balancing numerous competing needs to make the best strategic and tactical decisions for the SOM;
- Working diplomatically with all stakeholders to reach compromise solutions;

- Engaging with leaders and representatives of the School's critical clinical partners;
- Communicating with a variety of audiences with the enthusiasm to be an effective spokesperson for the SOM and partner in development activities, public representation, and community engagement with external stakeholders;
- Maintaining positive and productive relationships with alumni, state and national medical professional organizations, and other institutional supporters and partners; and
- Promoting the consideration of diversity and inclusion in all SOM initiatives and championing diversity in health care delivery, scholarship, leadership, and education.

### Leading People

Within a complex and evolving culture, the Dean will inspire, motivate, and hold accountable the School's leadership team and colleagues, stakeholders, and influencers throughout MMC by:

- Motivating individual team members, empowering them to initiate projects or strategic objectives, and taking on ownership of leadership roles based on insight into individual motives and ability;
- Providing vision, leadership, and management for the academic and research enterprises;
- Setting clear expectations for faculty contributions in collaboration with clinical partners;
- Demonstrating interest and aptitude in individual mentorship while developing cohesive teams that leverage individual skills for a better collective outcome; and
- Setting a personal standard and institutional expectation of the highest integrity and ethical behavior.

### Visionary and Strategic Leadership

In a dynamic and evolving environment, the Dean must lead with a bias for action and accomplishment, developing and implementing strategies that advance the mission of the School of Medicine by:

- Developing a clear vision and strategy consistent with Meharry Medical College's mission and best practices;
- Developing a culture that respects, values and promotes diversity within the student body, faculty and staff.
- Encouraging innovative approaches to transforming medical education and graduate training, e.g. curricula, technologies, and teaching/learning methodologies;
- Encouraging the growth and further development of research that supports the innovative, multidisciplinary culture of MMC and further integrates the research enterprise with clinical services; and
- Contributing as a senior leader of MMC.

### OTHER PERSONAL CHARACTERISTICS

- A commitment to collegiality, excellence, inclusivity, and diversity.
- A caring person with a positive approach to problem solving; and a builder of trust and respect at all levels of the institution.
- An engaging personal communication and presentation style that encourages consensus building and cooperation among deans, chairs, faculty, staff, partners and students. Deep talent in listening, learning and assimilating information for action.
- A proactive relationship builder with strong diplomatic skills.
- Strong emotional intelligence, empathy, and equanimity.
- Entrepreneurial and creative spirit; can make tough decisions that advance Meharry Medical College.
- Patient, flexible and resilient.
- Leads by example (humanity, integrity, fairness, kindness).

**FOR ADDITIONAL INFORMATION, PLEASE CONTACT:**

Gregory J. Vaughn, M.D.	Office Telephone:	404.504.4407
	E-mail address:	<a href="mailto:gvaughn@spencerstuart.com">gvaughn@spencerstuart.com</a>
	<i>Assisted by:</i>	Melinda Lee
	Office telephone:	404.504.4437
	E-mail address:	<a href="mailto:mkleee@spencerstuart.com">mkleee@spencerstuart.com</a>
Shannon Yeatman	Cellular Telephone:	202.251.3222
	E-mail address:	<a href="mailto:syeatman@spencerstuart.com">syeatman@spencerstuart.com</a>
	<i>Assisted by:</i>	Melinda Lee
	Office telephone:	404.504.4437
	E-mail address:	<a href="mailto:mkleee@spencerstuart.com">mkleee@spencerstuart.com</a>
Wesley Yampolsky	Office telephone:	215.814.1619
	E-mail address:	<a href="mailto:wyampolsky@spencerstuart.com">wyampolsky@spencerstuart.com</a>